

Item	UHI North, West and Hebrides – Anchor Institution Strategy
Committee	Board of Management
Date paper prepared	12/09/2025
Date of committee meeting	17/09/2025
Subject	Anchor Institution Strategy - A framework to support the Board's estates decisions as an 'anchor institution'
Author	Lydia Rohmer
Action requested	<input type="checkbox"/> For Information <input checked="" type="checkbox"/> For Discussion <input type="checkbox"/> For recommendation <input checked="" type="checkbox"/> For Endorsement <input type="checkbox"/> For Approval
Purpose of the paper	To provide the Board with a structured, evidence-led framework for making high-stakes decisions on the future of UHI North, West and Hebrides' rural and island centres
Brief summary of the paper	<p>The report provides a set of frameworks and checklists for the Board to support options and decisions on the future of the college's rural and island centre network, weighing up financial sustainability and risk with the college's role an anchor institution, compliance duties and strategic opportunity.</p> <p>The report builds on work undertaken to date in the college's estates infrastructure strategy and delivery plan.</p>
Consultation How has consultation with partners been conducted?	Consultation with ELT and members of SMT
Resource implications What are the risks with this proposal?	The college faces a significant financial sustainability risk with a significant operating deficit which requires to be addressed; the cost of maintaining 16 rural and island centres is considerable within this context. Unless addressed, the college risks its deficit becoming unmanageable.
Risk implications	

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Link with strategy	Unless the college adopts a transparent evidence based framework which recognises the college’s obligations as an anchor institution, it could risk making irreversible estates decisions based on financial considerations alone which could cost the college in terms of reputation with key local stakeholders and risk the strategic opportunity to utilise the learning centre network as a strategic asset for the green energy revolution in the Highlands and Islands.
Equality, Diversity and Inclusion	Any change to the college’s estate requires an EIA.
Island Community Impact	Any change to the college’s island-based estate will require full ICiAs.
Paper status	<p>Highlight the paper status in the list below:</p> <p><input type="checkbox"/> Open – the paper may be circulated to non-members of the committee and published online without restriction.</p> <p><input checked="" type="checkbox"/> Restricted – the paper must not be circulated to non-members or published online until after the committee meeting.</p> <p><input type="checkbox"/> Confidential - the paper must not be circulated beyond the committee members and should not be published online. [Please note papers may still be subject to Freedom of Information requests, as specified in the next section].</p>
Freedom of information (FOI)	<p>Highlight the FOI status in the list below. Refer to NWH Freedom of Information Site for more information:</p> <p><input checked="" type="checkbox"/> Open</p> <p><input type="checkbox"/> Closed – disclosure would substantially prejudice a programme of research.</p> <p><input type="checkbox"/> Closed – disclosure would substantially prejudice the effective conduct of public affairs.</p> <p><input type="checkbox"/> Closed - Disclosure would substantially prejudice the commercial interests of any person or organisation.</p> <p><input type="checkbox"/> Closed - Disclosure would constitute a breach of confidence actionable in court.</p> <p><input type="checkbox"/> Closed - Disclosure would constitute a breach of the Data Protection Act.</p> <p><input type="checkbox"/> Closed - Other, please specify.</p>

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Freedom of information (FOI) disclosure date	If closed/ withheld is selected above, enter the date when this will become 'open': Click or tap to enter a date.